

A meeting of the **OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING)** will be held in the **CIVIC SUITE 0.1A, PATHFINDER HOUSE, ST MARY'S STREET, HUNTINGDON, PE29 3TN** on **THURSDAY, 10 MARCH 2011** at **7:00 PM** and you are requested to attend for the transaction of the following business:-

**Contact  
(01480)**

### **APOLOGIES**

**1. MINUTES** (Pages 1 - 6)

To approve as a correct record the Minutes of the meeting held on 10<sup>th</sup> February 2011.

**Mrs C Bulman  
388234**

**2. MEMBERS' INTERESTS**

To receive from Members declarations as to personal and/or prejudicial interests and the nature of those interests in relation to any Agenda Item. Please see Notes 1 and 2 below.

**3. LOCAL GOVERNMENT ACT 2000 - FORWARD PLAN** (Pages 7 - 10)

A copy of the current Forward Plan, which was published on 14<sup>th</sup> February 2011 is attached. Members are invited to note the Plan and to comment as appropriate on any items contained therein.

**Mrs H Taylor  
388006**

**4. NEW COUNCIL PLAN** (Pages 11 - 14)

To consider a report from the Head of People, Performance and Partnerships proposing a new Council Plan.

**H Thackray  
388035**

**5. PERFORMANCE MANAGEMENT** (Pages 15 - 24)

To consider a report by the Head of People, Performance and Partnerships containing details of the Council's performance against its priority objectives.

**D Buckridge  
388065**

**6. OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) - PROGRESS** (Pages 25 - 30)

To consider a report by the Head of Democratic and Central Services on the Panel's programme of studies.

**Mrs C Bulman  
388234**

**7. WORKPLAN STUDIES REPORT** (Pages 31 - 38)

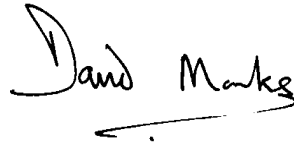
To consider with the aid of a report by the Head of Democratic Services the Panel's programme of studies.

**Mrs C Bulman  
388234**

8. **SCRUTINY** (Pages 39 - 44)

To scrutinise decisions taken since the last meeting as set out in the Decision Digest and to raise any other matters for scrutiny that fall within the remit of the Panel.

Dated this 2 day of March 2011



Chief Executive

**Notes**

1. *A personal interest exists where a decision on a matter would affect to a greater extent than other people in the District –*
  - (a) *the well-being, financial position, employment or business of the Councillor, their family or any person with whom they had a close association;*
  - (b) *a body employing those persons, any firm in which they are a partner and any company of which they are directors;*
  - (c) *any corporate body in which those persons have a beneficial interest in a class of securities exceeding the nominal value of £25,000; or*
  - (d) *the Councillor's registerable financial and other interests.*
2. *A personal interest becomes a prejudicial interest where a member of the public (who has knowledge of the circumstances) would reasonably regard the Member's personal interest as being so significant that it is likely to prejudice the Councillor's judgement of the public interest.*

**Please contact Mrs C Bulman, Democratic Services Officer, Tel 01480 388234 / email [Claire.Bulman@huntsdc.gov.uk](mailto:Claire.Bulman@huntsdc.gov.uk) if you have a general query on any Agenda Item, wish to tender your apologies for absence from the meeting, or would like information on any decision taken by the Panel.**

**Specific enquiries with regard to items on the Agenda should be directed towards the Contact Officer.**

**Members of the public are welcome to attend this meeting as observers except during consideration of confidential or exempt items of business.**

Agenda and enclosures can be viewed on the District Council's website – [www.huntingdonshire.gov.uk](http://www.huntingdonshire.gov.uk) (under Councils and Democracy).

If you would like a translation of Agenda/Minutes/Reports or would like a large text version or an audio version please contact the Democratic Services Manager and we will try to accommodate your needs.

***Emergency Procedure***

*In the event of the fire alarm being sounded and on the instruction of the Meeting Administrator, all attendees are requested to vacate the building via the closest emergency exit.*

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# Agenda Item 1

## HUNTINGDONSHIRE DISTRICT COUNCIL

MINUTES of the meeting of the OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) held in the Civic Suite, Pathfinder House, St Mary's Street, Huntingdon PE29 3TN on Thursday, 10 February 2011.

PRESENT: Councillor J D Ablewhite – Chairman.  
Councillors J T Bell, S Greenall, N J Guyatt, Roberts, M F Shellens and G S E Thorpe.  
Mrs H Roberts.

APOLOGIES: Apologies for absence from the meeting were submitted on behalf of Councillors Mrs J A Dew and D M Tysoe and Mr R Hall.

### **78. MINUTES**

Subject to the insertion of the words “and a suggestion was made that variable speed restriction measures should be introduced as an interim measure on the A14” at the conclusion of paragraph 2 in Minute No. 74, the Minutes of the meeting of the Panel held on 13<sup>th</sup> January 2011 were approved as a correct record and signed by the Chairman.

### **79. MEMBERS' INTERESTS**

Councillor N J Guyatt declared an interest in Minute No. 82 as a member of Cambridgeshire County Council and a Trustee of a Corporate Pension Fund.

### **80. LOCAL GOVERNMENT ACT 2000 - FORWARD PLAN**

The Panel considered and noted the current Forward Plan of key decisions (a copy of which is appended in the Minute Book) which had been prepared by the Leader of the Council for the period 1<sup>st</sup> February to 31<sup>st</sup> May 2011.

### **81. CUSTOMER SERVICES**

*(Councillor T V Rogers, Executive Councillor for Finance and Customer Services was in attendance for this item).*

Pursuant to Minute No. 72 and with the assistance of a report by the Head of Customer Services (a copy of which is appended in the Minute Book) the Panel considered the outcome of further investigations into the options that are available for the delivery of the Council's services through Customer Service Centres.

Analysis of service demand had indicated that it would not be possible to reduce employee levels at Huntingdon Customer Service Centre. However, it was reported that by transferring resources from St Neots during lower periods of demand, it would be possible to

maintain a presence in Ramsey and Yaxley on two days per week. Members were of the view that this proposal should be adopted. Accordingly, it was

#### RESOLVED

- a) that it be recommended that Option B as outlined in the report now submitted be adopted; and
- b) that the Head of Customer Services be requested to submit a further report after a period of 12 months reviewing the impact of the changes to Customer Services.

## **82. BUDGET 2011/12 AND MEDIUM TERM PLAN 2012 TO 2016**

*(Councillor T V Rogers, Executive Councillor for Finance and Customer Services was in attendance for this item).*

*(Councillors W D Clough, S J Criswell, P J Downes, C R Hyams, P G Mitchell and P D Reeve also were in attendance for this item).*

In advance of their detailed discussions on the Budget, to assist them with their deliberations, the Chairman invited Mr D Morgan, Treasurer of Hunts Forum of Voluntary Organisations to address the Panel. As part of his presentation, Mr Morgan outlined the value of the activities of voluntary organisations in terms of the income they generated for the District in the context of the funding the Council provided for them through commissioning agreements. He also referred to the likely impact of proposed reductions in the funding in future years. The Panel discussed spending by voluntary organisations and the measures they were taking to reduce their own costs and their staffing costs. Councillor S Greenall also commented on the valuable role performed by the voluntary sector in the local community and emphasised the need to find ways to mitigate the proposed reduction in grant funding.

With the aid of a report by the Head of Financial Services (a copy of which is appended in the Minute Book) the Panel reviewed the Financial Strategy, Medium Term Plan (MTP) 2012 – 2016 and the Budget and level of Council Tax for 2011/12 in advance of their consideration by the Cabinet and final determination by the Council. Copies of comments made by the Overview and Scrutiny Panel (Social Well-Being) on the CCTV service were also tabled for the Panel's consideration.

By way of introduction to the report, the Panel were acquainted with the changes that had been made to the Budget and MTP since they endorsed the draft Strategy at a previous meeting. Members were advised that the updated Plan identified savings of £6.6m in the period to 2015/16 and, although the draft Budget 2011/12 did not specify a need for further savings to be made, the MTP contained a requirement to find additional savings amounting to £2m. The Budget took into account lower than expected Government grant which, it was anticipated, would be offset by the New Homes Grant. Attention was drawn to the risks and sensitivity associated with the Financial Plan in the longer term, issues relating to employer's pension

contributions and proposed savings which were still being discussed. Members were reminded that if they wished to propose changes to the draft Budget, they should identify alternative options for the delivery of savings. They then discussed the costs of deferred savings and the assumptions which had been made for future Council Tax levels.

Members queried the current situation with regard to the items on which they had commented when previously considering the draft Budget. In response, it was reported that the operating costs for CCTV had been reduced and now amounted to £300k per annum for a basic service. Discussions with users would take place in the coming year on how the service would be funded in future years and a report on future options would be submitted to the Overview and Scrutiny Panel (Social Well-Being) later in the year. With regard to grants to the District's voluntary organisations, Members were advised that the Council could not continue to fund these organisations to the extent that it had previously and alternative arrangements would be needed. Councillor Rogers explained that he had asked Officers to consider other funding options including involving other partners and emphasised that the proposed reductions would not come into place until two years' time. Members also noted the intention of the Social Well-Being Panel to investigate alternative ways of sustaining their functions once their existing commissioning arrangements had expired. Members were content with the revised proposals for Customer Services which had been outlined earlier in the meeting.

With regard to the risks associated with various elements in the Financial Plan and in response to a question by Councillor M F Shellens, Members noted that for the purpose of incorporating the impact in the MTP of the New Homes Grant, a cautious approach has been taken to predicting the number of houses that would be constructed in the District in the next four years. It was expected that the Government would make an announcement on the precise terms of the Grant in advance of the Council meeting on 23<sup>rd</sup> February 2011. A similarly prudent approach had been taken to providing for the Council's future pension liability. In response to a question on the willingness of Town and Parish Councils to assist the District Council in delivering its budget savings, the Panel noted that discussions had been undertaken with a number of these Councils and letters would be sent to them setting out the District Council's intention once the Budget had been approved.

In response to comments made about the potential for an increase in illegal off-street parking as a result of the proposed increase in car parking charges, Members were advised that work would need to be undertaken with the County Council and Cambridgeshire Constabulary to minimise such an effect.

Councillor P J Downes asked a question on the actions that had been taken on the proposals that had previously been made by the Liberal Democrat Group for financial savings in the current and previous year's budget setting process. In response, the Executive Councillor for Finance and Customer Services reported on the progress which had been made in entering into agreements with other local authorities to share services, to sub-let Council premises, in unifying

the collection of Council tax and transferring the Leisure Centres into a Trust. He also reported that Councillor Churchill was currently reviewing the Council's political structure. Members were further advised of the assumptions that had been made about Members' allowances and future levels of Council Tax. On the proposals to reduce its funding for voluntary organisations, Councillor Downes commented that such organisations required a certain degree of stability and were not in a position to respond quickly to changes in funding arrangements.

Discussion then ensued on the process by which expenditure was monitored. The Head of Financial Services reported that monthly monitoring reports were provided to all Heads of Service and quarterly reports submitted to Management Team and the Cabinet. He explained that he was confident that any significant variations would be brought to his attention.

On the subject of the District Council's Leisure Centres and having regard to the need to identify savings to mitigate reductions in grants to voluntary organisations, a suggestion was made that an increase in income might be made by charging non-residents of the District a higher rate to use the Council's Leisure centres. It was agreed that this should be referred to the One Leisure Working Group for further consideration. Councillor M F Shellens indicated that he would be prepared to join in any discussions on this subject. Following a comment by a Member the Director of Commerce and Technology explained that he was examining the potential impact on the Leisure Centres' income of changes in the County Council budget for infant swimming. He also reported that there was some uncertainty over Secondary School funding in future years.

At the conclusion of their deliberations Members commended the fact that in the order of £650k additional savings had been identified since December 2010. Having been assured by the Executive Councillor that the MTP could be revised as work on it proceeded, it was

RESOLVED

that the Cabinet be informed of the Panel's support for

- a) the proposed Budget, MTP and Financial Plan as submitted; and
- b) no increase in Council Tax for 2011/12.

*(Councillors S Greenall, M F Shellens and G S E Thorpe abstained from voting on this item).*

### **83. 2011/12 TREASURY MANAGEMENT STRATEGY**

*(Councillor T V Rogers, Executive Councillor for Finance and Customer Services was in attendance for this item).*

In accordance with their responsibility for scrutinising Treasury Management and with the assistance of a report by the Head of Financial Services (a copy of which is appended in the Minute Book) the Panel reviewed the Treasury Management Strategy for 2011/12 and the Treasury Management and Prudential Indicators for the same



period.

Members noted that they would be provided with further training on this subject in the next Municipal Year. Having received clarification of the Council's use of capital reserves, it was

RESOLVED

that the Cabinet be recommended to endorse the Treasury Management Strategy 2011/12 and the Treasury Management and Prudential Indicators for 2011/12 for submission to the Council.

#### **84. ASSET MANAGEMENT PLAN**

The Panel considered the Annual Report by the Head of Law, Property and Governance (a copy of which is appended in the Minute Book) summarising the performance of the Council's assets against a range of criteria and drawing attention to a range of related asset management issues. Having noted that there had been continued improvement in performance over the previous year, which demonstrated that the Council's assets were provided and maintained in a fit and proper manner for the effective delivery of services, it was

RESOLVED

that the Cabinet be recommended to approve the Annual Report on the Asset Management Plan.

#### **85. WORK PLAN STUDIES REPORT**

The Panel received and noted a report by the Head of Democratic and Central Services (a copy of which is appended in the Minute Book) containing details of studies being undertaken by the Council's Overview and Scrutiny Panels. Members were advised that the study on the use of consultants was drawing to a close and the final report would be submitted to a future meeting.

Councillor M F Shellens outlined his concerns with regard to the proposed construction of a multi-storey car park in Huntingdon town centre and requested sight of the business case which had been prepared to justify the Council's investment in it. Having been advised that relevant information had previously been presented to the Economic Well-Being Panel and to the Cabinet, Councillor Shellens agreed to review this information before making a suggestion on whether further consideration of this matter was required.

#### **86. OVERVIEW AND SCRUTINY PANEL (ECONOMIC WELL-BEING) - PROGRESS**

The Panel received and noted a report by the Head of Democratic and Central Services (a copy of which is appended in the Minute Book) reviewing progress of matters that had previously been discussed by the Panel. Members noted the steps that were being taken in conjunction with other relevant authorities to lobby the Government on the need to up-grade the A14.

With regard to the report that had previously been requested on the effectiveness of District-Wide, in view of the Council's budget proposals reported earlier in the meeting, it was agreed that this matter could be deleted from the Panel's workplan.

**87. SCRUTINY**

The Panel received and noted the latest edition of the Council's Decision Digest.

Chairman

### FORWARD PLAN OF KEY DECISIONS

**Prepared by** Councillor I C Bates  
**Date of Publication:** 14 February 2011  
**For Period:** 1 March 2011 to 30 June 2011

Membership of the Cabinet is as follows:-

Councillor I C Bates	- Leader of the Council	4 Church End Hilton Huntingdon PE28 9NJ  Tel: 01480 830250 E-mail: <a href="mailto:Ian.Bates@huntsdc.gov.uk">Ian.Bates@huntsdc.gov.uk</a>
Councillor L M Simpson	- Deputy Leader of the Council with Special Responsibility for HQ/Accommodation	45 Devoke Close Stukeley Meadows Huntingdon Cambs PE29 6XE  Tel: 01480 388946 E-mail: <a href="mailto:Mike.Simpson@huntsdc.gov.uk">Mike.Simpson@huntsdc.gov.uk</a>
Councillor K J Churchill	- Executive Councillor for Resources and Policy	51 Gordon Road Little Paxton St Neots PE19 6NJ  Tel: 01480 352040 E-mail: <a href="mailto:Ken.Churchill@huntsdc.gov.uk">Ken.Churchill@huntsdc.gov.uk</a>
Councillor D B Dew	- Executive Councillor for Planning Strategy and Transport	4 Weir Road Hemingford Grey Huntingdon PE28 9EH  Tel: 01480 469814 E-mail: <a href="mailto:Douglas.Dew@huntsdc.gov.uk">Douglas.Dew@huntsdc.gov.uk</a>
Councillor J A Gray	- Executive Councillor for Environment and Information Technology	Shufflewick Cottage Station Row Tilbrook PE28 OJY  Tel: 01480 861941 E-mail: <a href="mailto:JG@novae.com">JG@novae.com</a>

Councillor C R Hyams	- Executive Councillor for Operational and Countryside Services	22 Bluegate Godmanchester Huntingdon Cambs PE29 2EZ Tel: 01480 388968 E-mail: <a href="mailto:Colin.Hyams@huntsdc.gov.uk">Colin.Hyams@huntsdc.gov.uk</a>
Councillor A Hansard	- Executive Councillor for Housing and Public Health	78 Potton Road Eynesbury St Neots PE19 2NN Tel: 01480 388942 E-mail: <a href="mailto:Andrew.Hansard@huntsdc.gov.uk">Andrew.Hansard@huntsdc.gov.uk</a>
Councillor Mrs D C Reynolds	- Executive Councillor for Leisure, Law, Property and Governance	17 Virginia Way St Ives PE27 6SQ Tel: 01480 388935 E-mail: <a href="mailto:Deborah.Reynolds@huntsdc.gov.uk">Deborah.Reynolds@huntsdc.gov.uk</a>
Councillor T V Rogers	- Executive Councillor for Finance and Customer Services	Honeysuckle Cottage 34 Meadow Lane Earith Huntingdon PE28 3QE Tel: 01487 840477 E-mail: <a href="mailto:Terence.Rogers@huntsdc.gov.uk">Terence.Rogers@huntsdc.gov.uk</a>

Any person who wishes to make representations to the decision maker about a decision which is to be made may do so by contacting Mrs Helen Taylor, Senior Democratic Services Officer on 01480 388008 or E-mail: [Helen.Taylor@huntsdc.gov.uk](mailto:Helen.Taylor@huntsdc.gov.uk) not less than 14 days prior to the date when the decision is to be made.

The documents available may be obtained by contacting the relevant officer shown in this plan who will be responsible for preparing the final report to be submitted to the decision maker on the matter in relation to which the decision is to be made. Similarly any enquiries as to the subject or matter to be tabled for decision or on the availability of supporting information or documentation should be directed to the relevant officer.

Roy Reeves  
Head of Administration

Notes:- (i) Additions/significant changes from the previous Forward are annotated \*\*\*

(ii) For information about how representations about the above decisions may be made please see the Council's Petitions Procedure at <http://www.huntsdc.gov.uk/NR/rdonlyres/3F6CFE28-C5F0-4BA0-9BF2-76EBAE06C89D/0/Petitionsleaflet.pdf> or telephone 01480 388006

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
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Subject/Matter for Decision	Decision/recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
New Council Plan***	Cabinet	17 Mar 2011	None.	Mrs C Garbett, Head of People, Performance & Partnerships Tel No. 01480 388459 or email Corine.Garbett@huntsdc.gov.uk	Overview and Scrutiny (All)	K J Churchill	All Scrutiny Panels
Payment of Recycling Credits	Cabinet	17 Mar 2011	None.	Sonia Hansen, Development and Community Manager Tel No. 01480 388630 or e-mail Sonia.Hansen@huntsdc.gov.uk		C Hyams	Environmental Well-Being
Contributions Community Infrastructure Levy Supplementary Planning Document	Cabinet	17 Mar 2011	Local Investment Framework	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or e-mail Paul.Bland@huntsdc.gov.uk	Endorse as Council policy	D Dew	Environmental Well-Being
One Leisure, St. Ives - Proposal for Development	Cabinet	21 Apr 2011	None.	Simon Bell, General Manager, One Leisure Tel No. 01480 388049 or email Simon.Bell@huntsdc.gov.uk			
Planning Proposals Development Plan Document***	Cabinet	23 Jun 2011	Updated SHLAA, Employment Land Review, Updated Retail Study	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntsdc.gov.uk	Approve findings for consultations as preferred options.	D B Dew	Environmental Well-Being
St. Ives West Urban Design Framework***	Cabinet	23 Jun 2011	Agreed Urban Design Framework	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388430 or email Paul.Bland@huntsdc.gov.uk	Adopt as Council policy	D B Dew	Environmental Well-Being

Subject/Matter for Decision	Decision/ recommendation to be made by	Date decision to be taken	Documents Available	How relevant Officer can be contacted	Consultation	Relevant Executive Councillor	Relevant Overview & Scrutiny Panel
Great Fen Supplementary Planning Document***	Cabinet	23 Jun 2011	Great Fen SPD	Paul Bland, Planning Service Manager (Policy) Tel No. 01480 388340 or email Paul.Bland@huntsdc.gov.uk	Endorse as Council policy (further details required)	D B Dew	Environmental Well-Being
Home Improvement Agency Review - Future Delivery Model Consultation	Cabinet	23 Jun 2011	None	Steve Plant, Head of Housing Services Tel No. 01480 388240 or e-mail Steve.Plant@huntsdc.gov.uk		A Hansard	Social Well-Being

**OVERVIEW & SCRUTINY**  
**SOCIAL WELL-BEING**  
**ENVIRONMENTAL WELL-BEING**  
**ECONOMIC WELL-BEING**

**1<sup>ST</sup> March 2011**  
**8<sup>TH</sup> March 2011**  
**10<sup>TH</sup> March 2011**

## **NEW COUNCIL PLAN** **(Report by the Head of People, Performance & Partnership)**

### **1. INTRODUCTION**

- 1.1 The purpose of this report is to present to Members a new Council Plan setting out the Council's vision and priorities for the next 3-4 years.

### **2. BACKGROUND**

- 2.1 "Growing Success", the current corporate plan, was first adopted in December 2006. Since the last revision was approved, the Government has announced changes to the national performance framework for local authorities, including the replacement of the National Indicator Set and the abolition of the Comprehensive Area Assessment and the Audit Commission. The Council is also facing a new set of challenges due to the need to make significant changes to the services it provides as a result of budget cuts.
- 2.2 As a result of these changes, Cabinet appointed a Working Group to develop a new Council Plan focussing on priorities for the next 3-4 years. The following Members were appointed to this group: Councillor Bates, Leader of the Council; Councillor Rogers, Executive Councillor for Finance and Customer Services; Councillor Churchill, Executive Councillor for Resources and Policy; Councillor Ablewhite, Chairman of Overview & Scrutiny Panel (Economic Well-Being); and Councillor Criswell, Chairman of Overview & Scrutiny Panel (Social Well-Being).

### **3. DEVELOPMENT OF NEW PLAN**

- 3.1 The Working Group considered a wide range of possible priority areas based on the results of public consultation exercises and evidence of local need. A small number of priorities were selected and these have subsequently been reviewed and revised following discussions with Cabinet, Chief Officers' Management Team, Heads of Service and the Chairmen and Vice-Chairmen of the three Overview & Scrutiny Panels. All Members were asked for their comments on the priorities by email.
- 3.2 The final version of the Plan attached as Appendix A lists six priority objectives for the next 3-4 years with a small number of targets. Publishing these targets will increase transparency and accountability to Members and residents. Some targets are still under development and will be finalised by April.

### **4. RECOMMENDATION**

- 4.1 Members of the Panel are invited to give their final comments and endorse the Plan prior to consideration by Cabinet.

**Contact Officer: Howard Thackray, Policy & Research Manager**  
**☎ 01480 388035**

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## COUNCIL PLAN – 2011 to 2015

**Vision** — That the Council will provide value for money services that help meet the needs of local people.

### Community Priorities –

The Council provides an extensive range of important and valued services for the benefit of the people who live and work in Huntingdonshire. By listening to what local residents tell us, thinking about their needs and considering our resources, we have chosen six of our objectives as priorities for the next 3-4 years which we will publically report progress against.

Our priorities are to:	How we will know if we are successful (outcome to be achieved):
<b>Keep the district clean, provide recycling services and collect rubbish</b>	We will keep at least <b>94%</b> of streets at an acceptable level of cleanliness We will encourage residents to create less than <b>550kg</b> of waste per household for collection We will achieve a recycling rate of more than <b>45%</b>
Activities to help achieve this include: <i>Working to keep public spaces free of litter, fly tipping and graffiti. Ensuring that rubbish is collected regularly from homes. Encouraging households to reduce the amount of waste which needs to be collected and maintaining a high recycling rate.</i>	
<b>Prevent and deal with homelessness</b>	We will prevent at least <b>250</b> households from becoming homeless in the year On average, less than <b>90</b> households will need to be housed in temporary accommodation
Activities to help achieve this include: <i>Providing advice to help to prevent people from becoming homeless and housing homeless people, where appropriate.</i>	
<b>Help vulnerable and disadvantaged people to live independently</b>	We will enable <b>240</b> vulnerable and disadvantaged people to remain independent in their own homes
Activities to help achieve this include: <i>Giving advice and (where appropriate) providing financial assistance to help improve housing conditions. Helping to adapt the homes of disabled or older people. Helping to minimise fear and isolation by addressing concerns of disturbance and anti-social behaviour. Reducing the risk of disabling injury by keeping older people active; reducing the risk of falls and encouraging mobility.</i>	
<b>Support strong communities</b>	To be agreed - we are still developing our approach to the Localism / Big Society agenda and the outcome(s) will depend on this
Activities to help achieve this include: <i>Supporting and encouraging community-led activity aimed at reducing crime and anti-social behaviour. Assisting individuals to take responsibility for their health and well-being. Encouraging community involvement, volunteering and service, particularly to support those who are less able.</i>	

Our priorities are to:	How we will know if we are successful (outcome to be achieved):
<b>Encourage new jobs, homes and facilities to meet our needs</b>	The total number of homes in the district will increase by at least <b>560</b> per year
	The total amount of employment floorspace in the district will increase by at least <b>x,xxx</b> square metres per year <i>(target amount to be confirmed)</i>
	We will seek to raise at least <b>£xxx</b> via developer contributions to be spent on infrastructure and facilities benefitting the area <i>(target amount to be confirmed)</i>
<p>Activities to help achieve this include:  <i>Ensuring an appropriate supply and mix of new housing to meet future needs, including maintaining a 5 year supply of housing land through the local planning process. Enabling the provision of the social and strategic infrastructure to meet current and future needs, including promoting the early adoption of the Community Infrastructure Levy provisions to maximise community benefits. Promoting sustainable development opportunities and completing agreed planning led schemes for promoting sustainable growth in and around the market towns. Monitoring growth of office, retail and leisure use in town centres. Encouraging the provision of a wide range of jobs appropriate for existing and future residents, including reviewing Employment Land in the District and ensuring a sufficient supply of employment land through the local planning process.</i></p>	
<b>Safeguard the environment and successfully manage the impacts of growth</b>	At least <b>xxx</b> energy efficiency and renewable energy installations will be carried out as a result of HDC schemes and promotions <i>(target to be confirmed, was 170 in 2010/11)</i>
	At least <b>xx%</b> of local wildlife sites will be under positive conservation management <i>(target to be confirmed)</i>
	At least <b>29%</b> of new homes will be built on land which has previously been developed
<p>Activities to help achieve this include:  <i>Supporting initiatives to reduce carbon emissions and encouraging energy efficiency and renewable energy. Protecting, via the planning and conservation processes, the places, heritage assets and habitats that make Huntingdonshire special.</i></p>	

**OVERVIEW & SCRUTINY**  
**SOCIAL WELL-BEING**  
**ENVIRONMENTAL WELL-BEING**  
**ECONOMIC WELL-BEING**

**1<sup>ST</sup> March 2011**  
**8<sup>TH</sup> March 2011**  
**10<sup>TH</sup> March 2011**

## **PERFORMANCE MANAGEMENT** **(Report by the Head of People, Performance & Partnerships)**

### **1. INTRODUCTION**

- 1.1 The purpose of this report is to present to Members performance management information on “Growing Success” – the Council’s Corporate Plan.

### **2. BACKGROUND INFORMATION**

- 2.1 The Council’s Corporate Plan includes short, medium and long term objectives to help achieve aims and ambitions for Huntingdonshire’s communities and the Council itself. In addition the Council identified eight of these objectives which were considered as priorities for the immediate future.

### **3. PERFORMANCE MANAGEMENT**

- 3.1 Progress against all the objectives is reported to Chief Officers Management Team quarterly on a service basis. A progress report from each Division includes performance data in the form of achievement against a target for each of the objectives that those services contribute towards. This is supported by narrative on achievements, other issues or risks and budgeting information.
- 3.2 In addition, a working group appointed by the Overview & Scrutiny Panels continues to meet quarterly to monitor progress in the achievement of the Plan and to consider development issues.
- 3.3 Members of the Overview & Scrutiny Panels have an important role in the Council’s Performance Management Framework and the process of regular review of performance data has been established. In adopting the updated version of Growing Success, and in particular in prioritising objectives, it was intended that Members should concentrate their monitoring on a small number of objectives to enable them to adopt a strategic overview while building confidence that the Council priorities are being achieved.
- 3.4 Members of the Panels will also find broader performance information of help to them in undertaking their review and scrutiny functions. This information can be provided on a regular or ad-hoc basis. A review of Growing Success, involving officers and members, is currently underway with the emphasis on local priorities, informed by national changes to performance arrangements.

3.5 The priority objectives have been allocated between Panels as follows:

SOCIAL WELL-BEING	ENVIRONMENTAL WELL-BEING	ECONOMIC WELL-BEING
To enable the provision of affordable housing	To help mitigate and adapt to climate change	Effective Partnership
To achieve a low level of homelessness	To promote development opportunities in and around the market towns	To be an employer people want to work for
To promote active lifestyles		Maximise business and income opportunities including external funding and grants

#### 4. PERFORMANCE MONITORING

4.1 The following performance data is appended for consideration:

**Annex A** - Performance data from services which contribute to the Council objectives. For each measure there is a target, actual performance against target, forecast performance for the next period, an indicator showing the direction of travel compared with the previous quarter and a comments field. The data is colour coded as follows:

- green – achieving or above target;
- amber – between target and an “intervention level” (the level at which performance is considered to be unacceptable and action is required);
- red – the intervention level or below; and
- grey – data not available.

**Annex B** - a summary of the achievements, issues and risks relating to the objectives, as identified by the Heads of Service.

#### 5. DATA QUALITY

5.1 The appropriate Heads of Service have confirmed the accuracy of the data in the attached report and that its compilation is in accordance with the appropriate Divisions’ data measure templates. Acknowledging the importance of performance management data, a system of spot checks has been introduced to give further assurance on its accuracy.

#### 6. RECOMMENDATION

6.1 Members are recommended to;

Consider the results of performance for priority objectives.

## **BACKGROUND INFORMATION**

Performance Management reports produced from the Council's CPMF software system

Growing Success: Corporate Plan

**Contact Officer: Howard Thackray, Policy & Research Manager**  
**☎ 01480 388035**

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Community/Council Aim: To improve our systems and practices						
Objective: Effective partnership						
Division: People, Performance & Partnerships						
Divisional Objective: Develop, adopt and support the delivery of a sustainable community strategy for Huntingdonshire						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Ensure an appropriate performance management system for the Sustainable Community Strategy and provide policy support for this process	% of thematic groups reviewing their performance and delivery	100	100 (G)		↔	The thematic groups are reviewing performance during the January round of meetings and reporting for the next HSP on the 3rd Feb 2011
	Regular reports on the performance of thematic groups are submitted to the HSP Executive and Board (1=yes, 0=no)	1	1 (G)		↑	Thematic groups are seeking the views of partners with regards to the benefits and future of the thematic groups. A report will go to the next HSP on the 3rd February
Divisional Objective: Effective partnership framework						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Develop, implement and monitor strategic/operational partnership review programme	Partnership review programme on target (1=yes, 0=no)	1	1 (G)		↔	All strategic
Community/Council Aim: To learn and develop						
Objective: To be an Employer People Want to Work For						
Division: People, Performance & Partnerships						
Divisional Objective: To attract and retain staff						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Promoting from within wherever possible	Internal promotions as percentage of all vacancies filled	33	50 (G)		↑	16 posts were advertised,(3 were permanent posts) of which 8 were filled internally
	% of new employees still in post after 12 months	90	71.40 (R)		↓	7 new starters, 2 left within 12 months (71.4% in post after 12 months). 1 of the 2 leavers was a fixed-term employee.
Recruitment package	% of new employees still in post after 24 months	80	61.50 (A)		↓	13 new starters, 5 left within 24 months (61.5% in post after 24 months). 4 of the 5 leavers were fixed-term employees.
	Staff turnover – % of contracted employees leaving the Council	10	2.60 (G)		↔	
Retaining and releasing employees appropriately	% attendance of HDC employees which are improving based on CIPD for public sector employees.	96	97.50 (G)		↓	Days lost (sickness) per employee = 6.6 days

\* Direction of Travel - shows change in performance since last quarter, where applicable

Community/Council Aim: To maintain sound finances						
Objective: Maximise business and income opportunities including external funding and grants						
Division: Leisure						
Divisional Objective: Maximise leisure centre income						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Maintain expenditure within budget	Actual expenditure compared to budget (cumulative quarterly target)	£4.96m	£4.59m (G)		↔	On target for substantial savings - operation and staff cost both below budgeted target
Maximise leisure centre income	Actual income received compared to budget (cumulative quarterly target)	£3.95m	£4.11m (G)		↑	3rd quarter performance assisted by exceptional performance at St Neots
Division: People, Performance & Partnerships						
Divisional Objective: To be aware of appropriate funding opportunities and communicate to the appropriate service						
Key Activity(s) only to deliver service objective:	Key Measure:	Target:	Actual:	Forecast:	DoT*:	Comment:
Co ordinate and maintain a system of internal control via External Funding strategy, liaise with appropriate officers, provide funding advice and assistance in compilation of bids as required	% of bids which attract funding (year to date)	70	69 (A)		↓	9 bids successful, the value of which = £865,550. 4 bids were unsuccessful: Active Life - Big Lottery, Ramsey Barge Dock – Fens Adventurers, Godmanchester Nursery Volunteer Co-ordinator – Eco Minds and the Sapley East Community & Social Enterprise Centre - Community Builders
	% of External Funding actions on track	90	80 (A)		↑	Two actions not on track: 1. to identify funding gaps and opportunities to further the objectives of the Sustainable Community Strategy - on hold pending a review of the future of this work 2. to develop a HDC officer network to exchange information and gather intelligence on external funding - on hold following discussions with Heads of Service regarding budget proposals and impending changes



<b>Objective</b>		<b>Comments from appropriate Head of Service</b>
<p>To enable effective partnerships</p>	<p>Achievements: Issues or actions for next quarter:</p>	<p><b>People, Performance &amp; Partnerships:</b> The structure of the Cambridgeshire Together Strategic Partnership has been reviewed and this may impact on the arrangements we have locally in Huntingdonshire. A review of the HSP is currently being undertaken. Local Enterprise Partnerships (LEP) will play a key role in both strategy and delivery of Economic Development. The Greater Cambridge and Greater Peterborough LEP was formally endorsed by Central Government and work is underway to create a structure for this Partnership.</p>
<p>To be an employer people want to work for</p>	<p>Risks: Achievements:</p>	<p><b>People, Performance &amp; Partnerships:</b> Voluntary Release Scheme successfully rolled out from 28 September to 12 January; 80 applications have been received in total for stages 1 and 2. Developed and implemented the staff suggestion scheme All Ideas Matter, including co-ordinating and promoting the scheme. 129 ideas received to date.</p>
<p>To maximise business and income opportunities including extended funding and grants</p>	<p>Issues or actions for next quarter: Risks: Achievements:</p>	<p><b>People, Performance &amp; Partnerships:</b> The staff allowances review is ready for consideration by COMT and Employment Panel after which consultation with staff side representatives will need to be undertaken. The Pay structure review is due to be completed in the next few weeks. Inbucon have undertaken a financial modelling exercise and options are being worked up. A two phased plan is being recommended. An increasing HR case work (disciplinary/capability/grievance/maternity) currently 50 live cases at end of December coupled with the continued roll out of voluntary and compulsory releases could impact on capacity of HR service to respond to enquiries during this time.</p> <p><b>Leisure Centres:</b> Income is up 7% in comparison to the previous year, predominantly due to increased revenue following the redevelopments at St Neots and Huntingdon. St Neots income is up by £138k compared to 09-10 and Huntingdon has risen by £67k. School income, as expected, has recovered in the quarter and now stands at 69% of annual budget. Impressions income, across all sites, has risen by exactly £100k (400 new Direct Debit Impressions &amp; Pure members in the first three weeks at St Neots). The planned replacement of fitness equipment at St Ives saw a small upswing in St Ives fitness income (£5k increase) but a proposed larger expansion will enable the centre to significantly increase this figure. Additionally, expenditure has been well controlled and is below anticipated three-quarter year levels. Staffing is 4.8% below budget (with a potential saving of £183k by year end), premises 18% below and operations</p>

<b>Objective</b>		<p><b>Comments from appropriate Head of Service</b> (supplies and services) 2% below budget, All areas of expenditure – staff hours, opening hours, contractor costs – are under constant and thorough review.</p> <p><b><u>People, Performance &amp; Partnerships:</u></b> The county wide group, Cambridgeshire Broadband Together, is working up its bid for the next phase of BDUK funding (£530m) for broadband development.</p>
	<p>Issues or actions for next quarter:</p>	<p><b><u>Leisure Centres:</u></b> Plans in development to reduce costs. Voluntary redundancy scheme in operation.</p> <p><b><u>People, Performance &amp; Partnerships:</u></b> Business Improvement District (BID) work to support Huntingdon Town Partnership to explore the possibility of becoming a BID town is under way with tenders for a feasibility study reviewed, interviews held and Mosaic Partnership appointed. The Study will take place between Jan and March 2011.</p>
	<p>Risks:</p>	<p><b><u>People, Performance &amp; Partnerships:</u></b> Cut in LPSA funding has meant some Huntingdonshire projects are now unable to go ahead further funding will need to be found to support these strategic projects e.g. Ramsey Enterprise Centre and business resource efficiency projects.</p>

## CORPORATE PLAN WORKING GROUP

### NOTES OF MEETING HELD ON 17TH FEBRUARY 2011

#### 1. INTRODUCTION

- 1.1 The Corporate Plan Working Group met on 17th February 2011 when Councillors J D Ablewhite, S J Criswell, P M D Godfrey, G S E Thorpe and R J West were present.
- 1.2 An Apology for absence from the meeting was submitted on behalf of Councillor D Harty.
- 1.3 D Buckridge, Mrs C Garbett and A Roberts were in attendance.

#### 2. QUARTERLY PERFORMANCE MANAGEMENT REPORT

##### (a) Social Well-Being

- 2.1 The Working Group has drawn attention to the “number of admissions/participants in activities provided or promoted by the Council” which, given the Council’s investments in its Leisure Centres, they expect to show an increase in attendances. Members have noted that this increase has been factored into the target and that the downward direction of travel can partially be attributed to the fact that, owing to poor weather during November and December, the Council has been forced to cancel some activities at the St Ives Outdoor Centre. It has not necessarily been the case that there has been a fall in uptake of One Leisure Services; there have been some falls and some increases. Indeed, the Working Group has been made aware that there have been instances when One Leisure has struggled to cope with demand. This is something that One Leisure is addressing.
- 2.2 The Working Group has highlighted the figures achieved for households living in temporary accommodation. Although the target has been reached, a considerable improvement has been made compared with the figure for the last quarter. This has resulted in the performance progressing from being Red to now being rated as Amber.
- 2.3 The Working Group has accepted the reason given for the Red rating given to the target relating to affordable housing (commitments) on qualifying sites. Members also have noted that, owing to a change in the way the information is collected, a combined figure has been reported for the targets for housing completions on qualifying sites that are affordable in market towns, key settlements and smaller settlements.

##### (b) Environmental Well-Being

- 2.4 The Working Group has noted that all the targets relating to the Council’s priorities in this section of the report have been achieved and that there are no adverse directions of travel. The target for energy efficiency and renewable

energy measures carried out as a result of Council schemes and promotions has been exceeded by a considerable margin.

**(c) Economic Well-Being**

- 2.5 Members of the Working Group have noted that a review of the Council's partnership working was currently being undertaken.
- 2.6 The Working Group has commented that Officers' desire to secure their future employment during the period when Voluntary Release was available may account for the high figure for the actual performance against the target for internal promotions as a percentage of all vacancies filled.
- 2.7 The Economic Well-Being Panel, the last time it received the performance monitoring report, discussed how the measure for the percentage of employees who are still in post after twelve months is recorded. The question was whether those on fixed term contracts that expired during the reporting period should be discounted. If this is done, the figure is 83.3%, which is much closer to the target. However, the approach adopted has not been changed as this will enable trends to be monitored and because the Council's short-term practice of preferring fixed term contracts will shortly end.
- 2.8 The Working Group has suggested that the One Leisure Working Group should be requested to examine the impact on One Leisure of the County Council's decision to devolve budgets for swimming to schools.
- 2.9 It has been reported that work on implementing two of the external funding strategy actions is on hold.

**3. CORPORATE PLAN**

- 3.1 The Working Group has been involved in a review of the Council's Corporate Plan. Members have made a number of suggestions on its form and contents. The draft Corporate Plan appears elsewhere on the Agenda. It is intended that Overview and Scrutiny comments will be passed to the Cabinet on 17th March 2011 before the draft Corporate Plan is submitted to the Council for approval on 20th April 2011. The new Plan departs from the previous format with a greater focus on specific outcomes. These outcomes take account of local residents' views and needs and the Council's resources. Whilst the Council's priorities will be fixed for the next 3-4 years, the targets within the Plan will be reviewed annually.

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Panel Date	Decision	Action	Response	Date For Future Action
15/07/10	<b><u>Grant Aid</u></b> Annual Report on organisations supported by grants through Service Level Agreements received by Panel.		Next report due July 2011.	07/07/11
13/05/09	<b><u>Customer Services Monitoring Report</u></b> This item was transferred over from the former Overview and Scrutiny Panel (Service Delivery). Quarterly performance reports to be circulated informally to the Panel twice per year and formally twice per year.	Report circulated at January 2011 Panel meeting.	Next report due July 2011.	07/07/11
19/05/10	<b><u>Corporate Plan Working Group</u></b> Councillors J Ablewhite and GSE Thorpe have been appointed to the Corporate Plan Working Group.	Quarterly performance reports to be submitted to all Overview and Scrutiny Panels.	Review of Growing Success and Performance Management Quarterly Monitoring Report appear elsewhere on the agenda.	10/03/11
12/11/09	<b><u>Local Government Act 2000 – Forward Plan</u></b> Covert Surveillance Policy review	Received Presentation by Council's Solicitor and Fraud Manager on the operation of current policy (April 2010)	Policy to be reviewed in due course. Await return on Forward Plan.	TBC

Panel Date	Decision	Action	Response	Date For Future Action
10/6/10	<p><b><u>Visitor Development &amp; Town Centre Vibrancy</u></b></p> <p>Received a presentation by the Head of People, Performance &amp; Partnerships and the Sustainable Economic Development Manager.</p> <p>Requested a further report outlining the cost of the service and the benefits it brings to both the Council and the District.</p>		Report to be submitted to future meeting. Advised that in view of the secondment of the Economic Development Manager this would be deferred until after March 2011.	14/04/11
15/07/10	<p><b><u>Scrutiny of Partnerships</u></b></p> <p>Agreed to consider the Economic Prosperity &amp; Skills Performance Report at a future meeting.</p>		To be deferred pending outcome of review of partnership options / arrangements for Huntingdonshire.	SPRING 2011
03/06/10	<p><b><u>Proposed Amendments to the Huntingdonshire District Council Budget 2010/11</u></b></p> <p>Requested a further report on public perception and the effectiveness of District Wide and on ways of reducing the cost of its production.</p>			TBC
10/02/11	<p><b><u>Huntingdon Multi-Storey Car Park</u></b></p> <p>Councillor M F Shellens asked to see the business case which had been prepared to support this investment.</p>		Information circulated by Scrutiny & Review Manager.	

Panel Date	Decision	Action	Response	Date For Future Action
10/6/10	<p><b><u>Performance Management – Leisure Centres</u></b> Requested a further report on the financial performance and future plans of the Leisure Centres Hospitality Service.</p> <p>Requested a future report on the overall financial performance of the Leisure Centres and their employment structure.</p>		<p>Report submitted to October meeting.</p> <p>Report submitted to October meeting.</p>	
14/10/10	<p>Requested an assessment of the degree to which bars attracted customers to the Leisure Centres.</p> <p>Requested more detailed financial information. Requested further information which separated out the “social” services provided by One Leisure from those services which competed with the Private Sector. The information should contain key business indicators and include business reference plans, the calculation of re-charges and a breakdown of the staff structure at Leisure Centres.</p> <p>Requested an Annual Report on the Performance of One-Leisure.</p>			
13/01/11	<p>Presentation received at January 2011 Panel meeting. Agreed to establish a working group with representatives of the Social Well-Being Panel.</p>		<p>First meeting to be held on Thursday 3<sup>rd</sup> March 2011 at 7pm.</p>	TBC
10/02/11	<p>Agreed to extend remit to review whether an increase in income might be made by charging non-residents of the District a higher rate to use the Council's leisure centres.</p>			





Panel Date	Decision	Action	Response	Date For Future Action
<p><b>09/09/10</b></p> <p><b>11/11/10</b></p>	<p><b><u>Use of External Consultants</u></b></p> <p>Endorsed a recommendation to the Cabinet to reduce the amount the Council spends on employing external consultants by £1.5m in the current financial year.</p> <p>Agreed that the review should be undertaken by the Overview &amp; Scrutiny Panel (Economic Well-Being) and appointed Councillors J D Ablewhite, G S E Thorpe, D M Tysoe, Mr R Hall and Mrs H Roberts to a working group for this purpose.</p>		<p>Report considered by Cabinet at their meeting on 21<sup>st</sup> October 2010. Agreed that the matter be referred back to the Corporate Plan Working Group for further review.</p> <p>Meetings held on 30<sup>th</sup> November, 16<sup>th</sup> December 2010 and 7<sup>th</sup> February 2011. Final report currently being compiled.</p>	
<p><b>13/01/11</b></p> <p><b>10/02/11</b></p>	<p><b><u>A14 IMPROVEMENTS</u></b></p> <p>Members decided that they want to engage local MPs in a co-ordinated approach to lobbying the Government with a view to achieving the Council's aim of upgrading the A14 in a more cost effective way than previously planned. Request made for further explanation of life of Huntingdon Viaduct.</p> <p>Received an update on the steps that are being taken to pursue this matter with the Government. Panel to receive further updates on progress.</p>	<p>Information sought from Director of Environmental &amp; Community Health Services.</p>	<p>Explanation on the Viaduct circulated to Panel members by email.</p> <p>Update on recent developments circulated via email to Panel Members on 24/02/11.</p>	

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**OVERVIEW AND SCRUTINY PANELS**  
**(SOCIAL WELL-BEING)**  
**(ENVIRONMENTAL WELL-BEING)**  
**(ECONOMIC WELL-BEING)**

**1<sup>ST</sup> MARCH 2011**  
**8<sup>TH</sup> MARCH 2011**  
**10<sup>TH</sup> MARCH 2011**

**WORK PLAN STUDIES**  
**(Report by the Head of Democratic and Central Services)**

**1. INTRODUCTION**

- 1.1 The purpose of this report is to allow Members of the Panel to review their programme of studies and to be informed of studies being undertaken by the other Overview and Scrutiny Panels.

**2. STUDIES**

- 2.1 The Council has a duty to improve the social, environmental and economic well-being of the District. This gives the Overview and Scrutiny Panels a wide remit to examine any issues that affect the District by conducting in-depth studies.
- 2.2 Studies are allocated according to the Council's service areas which have been identified as follows:-

**Social Well-Being**

Housing  
Community  
Leisure Centres  
Operations (part)  
Democratic and Central Services (part)  
People, Performance and Partnerships (part)

**Environmental Well-Being**

Environmental and Technical Services  
Planning Services  
Environmental Health  
Operations (part)

**Economic Well-Being**

Information Management  
Finance  
Customer Service and Call Centres  
Revenues  
Democratic and Central Services (part)  
Law, Property and Governance  
People, Performance and Partnerships (part)  
HQ/Accommodation

- 2.3 Details of ongoing studies are set out in the attached Appendix.

2.4 Members are reminded that if they have a specific interest in any study area which is not being considered by their Panel there are opportunities for involvement in all the studies being undertaken.

### **3. RECOMMENDATION**

3.1 The Panel is requested to note the progress of the studies selected.

### **BACKGROUND DOCUMENTS**

Minutes and Reports from previous meetings of the Overview and Scrutiny Panels.

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**Mrs A Jerrom, Member Development Officer  
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**Mrs C Bulman, Democratic Services Officer  
01480 388234**

**ONGOING STUDIES**

<b>STUDY</b>	<b>OBJECTIVES</b>	<b>PANEL</b>	<b>STATUS</b>	<b>TYPE</b>
Visitor Development & Town Centre Vibrancy	To consider issues relating to Visitor Development & Town Centre Vibrancy.	Economic Well-Being	Further information requested on the cost of the tourism service and the benefits it brings to both the Council and to the District.	Whole Panel Study
Consultation Processes	To review the Council's current consultation processes with a view to determining whether the approach taken to consultation is suitable and consistent across the authority.	Social Well-Being	Working Group appointed to review the Council's guidance on consultation methodology and evaluate examples of previous consultations. Further meetings of the Working Group to be held in February and March.	Working Group
Gypsy & Traveller Welfare	To examine existing gypsy and traveller sites in the District with a view to informing any future Planning Policy on sites.	Social Well-Being	Report requested for submission to a future meeting. Following consultation with the Chairman, agreed that the study would proceed once Government guidance has been issued on future provision requirements.	To be determined.
Health Implications of the Night Time Economy	To follow up the previous study undertaken by the former Overview and Scrutiny (Service Support).	Social Well-Being	Social Well-Being Panel to consider whether to incorporate this study into their work programme. Further information to be submitted to a future Panel meeting.	To be determined.

Planning Conservation	To consider & evaluate the role of the Council's Planning Conservation Team in the preservation of Huntingdonshire's built heritage with particular reference to conservation areas and listed buildings.	Environmental Well-Being	Final Report of the Working Group considered by Panel at its February meeting.	Working Group.
Leisure Centre Financial Performance and Employment Structure	<p>To review the overall financial performance and monitoring arrangements. To consider the current / future business structure.</p> <p>To consider whether an increase in income might be made by charging non-residents of the District a higher rate to use the Council's leisure centres</p>	Economic Well-Being	Agreed to establish a joint working group with Overview & Scrutiny Panel (Social Well-Being). First meeting to be held on Thursday 3 <sup>rd</sup> March 2011.	Working Group
Cambridgeshire Local Investment Plan	To review the implications of the Investment Plan upon local housing, to include the potential shortfalls in the delivery of affordable housing within the District, identify what housing is due to come forward and to include reference to the underlying links between housing and planning.	Social Well-Being	Report to be considered at Panel's April 2011 meeting.	Whole Panel Study.

CCTV Provision within the District	To review the impact of the Council's proposal to cease the CCTV service with effect from April 2012.	Social Well-Being	Considered at Panel's January meeting. Members have requested for an update on negotiations with Partners on the future of the service from 2012/13 onwards.	Whole Panel Study.
Proposals to replace EEDA with LEPs.	To establish the implications of these proposals.	Economic Well-Being	Presentation given to December meeting.  Update requested for future meeting.	Whole Panel Study.
Voluntary Sector	To be determined.	Social Well-Being	Chief Executive of the Hunts Forum of Voluntary Organisations addressed Panel at its February meeting. Consideration on the way forward to be given at Panel's March meeting.	To be determined.
The Use of Consultants	To review the criteria used in the appointment of consultants and assess the cost and value gained from using them.	Economic Well-Being	Final report currently being compiled.	Working Group.
The Financial Implications of the Council's Future Housing Responsibilities.	To be determined.	Economic Well-Being	Councillor M F Shellens to discuss with Chairman the possible terms of the study.	To be determined.

A14 improvements.	To review the implications to the local economy of the decision not to proceed with the A14 improvements.	Economic Well-Being	<p>Members decided that they want to engage local MPs in a co-ordinated approach to lobbying the Government with a view to achieving the Council's aim of upgrading the A14 in a more cost effective way than previously planned.</p> <p>The Panel has been acquainted with steps that are being taken to pursue this matter with the Government. The Panel will receive updates on progress.</p>	Whole Panel Study.
Tree Strategy	To form a strategy in conjunction with the Tree Officers for the retention and planting of trees.	Environmental Well-Being	<p>Working Group meetings on 5<sup>th</sup> and 24<sup>th</sup> November 2010.</p> <p>The next meeting was scheduled to be held in January 2011.</p>	Working Group.
Rural Crime	To be determined.	Social Well-Being Panel to nominate representative to participate in any future joint work as and when required.	Meeting of Safer and Stronger Communities Scrutiny Committee held on 13 <sup>th</sup> December 2010.	Joint Authority Working Group.



**POSSIBLE FUTURE STUDIES**

The Employees Performance Development Review Process	To review the current process.	Economic Well-Being	Outcome of Officer Review to be reported to the Panel when this is concluded.  Work is expected to conclude in Spring 2011.	To be determined.
Land Use for Agricultural Purpose in the context of planning policies and its contribution to the local economy.	To review the lack of promotion and protection of land for this purpose.	Environmental Well-Being	Not being pursued as a study at the current time.	To be determined.
Rural Transport	To review the lack of transportation in rural areas.	Environmental Well-Being	Not being pursued as a study at the current time.	To be determined.

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## Decision Digest

Edition 112

**Monthly summary of the decisions taken at meetings of the Council, Cabinet, Overview & Scrutiny and other Panels for the period 1st to 25<sup>th</sup> February 2011.**

### **SICKNESS ABSENCE POLICY**

To provide guidelines for managing sickness absence and a clearer process for managers and employees to follow, the Employment Panel has adopted a revised policy for sickness absence which will replace the existing attendance policy and contain–

- ❖ a constructive framework within which sickness absence can be better managed;
- ❖ short term and long term sickness absence and relevant trigger points;
- ❖ guidelines and templates for managers to use at each stage of sickness absence;
- ❖ guidance for employees on the impact of the sickness policy.

Whilst the Panel has acknowledged that the number of sickness days within the Council per employee is lower than the national average, the aim of the revised policy is to reduce sickness absence still further by providing a more transparent process with improved monitoring mechanisms and a safeguard for both managers and employees.

The Panel has asked for an annual report on sickness absence to be submitted to a future meeting.

### **PAY AND ROLE PROFILE REVIEW OF ONE LEISURE CENTRE ASSISTANTS**

As part of the process of identifying staffing efficiencies, the Employment Panel has endorsed a proposal to review the pay and role of One Leisure Centre Assistants for the purposes of consultation with staff affected.

Currently all employees classed as Centre Assistants are paid at the same hourly rate for undertaking a variety of roles. To reflect the varying levels of qualifications and responsibilities undertaken, it is proposed to introduce three new role profiles, each on a different hourly rate.

Subject to the outcome of the consultation and provided that no significant adverse comments are received, the Panel has authorised the General Manager, One Leisure to implement the proposals after consultation with the Chairman of the Panel, together with representatives of the Employees Side.

### **EMPLOYEES' CODE OF CONDUCT**

Following a recent review, the Employment Panel has updated the Employees' Code of Conduct. The principal changes relate to–

- ❖ the declaration of criminal offences;
- ❖ development proposals submitted by officers; and

- ❖ use of the Council's internet, intranet and email facilities

The opportunity has also been taken to make amendments of a more minor nature to the document to reflect changes in job titles and to recognise other policies which are complementary to the code.

In advance of the implementation of the Bribery Act in April 2011, the Panel has also agreed an amendment to provide further clarification with regard to the acceptance of corporate hospitality.

#### **VOLUNTARY RELEASE SCHEME: UPDATE**

The Employment Panel has received an update on the rollout of the Voluntary Release Scheme across the Council. Having noted that the second stage had now concluded, the Panel was informed that a further 77 applications had been received. It is estimated that the second stage will generate savings in pay costs of around £1.7 million in a full year.

The Panel has also been advised of the mechanisms which will be used to communicate decisions to employees who have applied for voluntary release and to the remaining members of staff. The Panel has suggested that a media statement should be released drawing attention to the savings which have been achieved. It has also been suggested that a statement should be issued to staff thanking them for their continued efforts and contributions during a difficult time.

The Panel has also acknowledged the difficulties which could be encountered in the next stage of the savings process and noted that further work was now required on organisational change. Performance related pay will be considered as part of the review of pay,

pay structure and allowances later in the year.

#### **BUDGET 2011/12 AND MEDIUM TERM PLAN 2012 TO 2016**

The Overview & Scrutiny Panel (Economic Well-Being) and the Cabinet have reviewed the Financial Strategy, Medium Term Plan (MTP) 2012 - 2016 and the Budget and level of Council Tax for 2011/12. The Economic Well-Being Panel also has been addressed by Mr D Morgan, Treasurer of Hunts Forum of Voluntary Organisations. Mr Morgan informed the Panel of the value of the activities of voluntary organisations in terms of the income they generate for the District. The Panel has discussed the voluntary organisations' spending, the measures they are taking to reduce their own and staffing costs.

The changes made to the Budget and MTP since the draft Strategy was endorsed at the last meeting have been noted. The Budget takes into account lower than expected Government grant, which should be off-set by the New Homes Grant. A decision on the latter is expected in time for the Council meeting.

The Panel and the Cabinet discussed those matters about which Members previously had requested further work. Operating costs for CCTV have been reduced and now amount to £300k per annum for a basic service. Discussions with users will take place in the coming year on how the service will be funded in future years. While Members support the work of the District's voluntary organisations, they were content with proposals by the Social Well-Being Panel to investigate alternative ways of sustaining them once their existing commissioning agreements have expired. The Executive Councillor for Finance and Customer Services informed the Cabinet that he would also

be party to investigations in this respect.

With regard to the risks associated with various elements in the financial plan, the Economic Well-Being Panel accepted the need to be cautious about the extent of New Homes Grant likely to be received and similarly taken a prudent approach to providing for the Council's future pension liability. Having been apprised of the risks associated with the Government's plans to change the local authority grant formula, the pensions review, the savings that are still required and the challenge of delivering the savings already identified, the Panel has accepted the formal opinion that the Budget 2011/12 is robust.

An update has been delivered to the Panel on previous suggestions by the Liberal Democrat group for savings. A number of them are being pursued, including several areas where the Council is entering into agreements with other local authorities to share services.

Members of the Economic Well-Being Panel have commended the fact that £650k additional savings have been identified since December. A suggestion that an increase in income might be made by charging non-residents of the District a higher rate to use the Council's leisure centres has been referred to the Leisure Finance Working Group for further consideration.

On the understanding that the MTP can be revised as work on it proceeds, the Economic Well-Being Panel has endorsed the report to Cabinet. Subsequently, the Cabinet has recommended to Council that the proposed Budget, Medium Term Plan and Financial Plan be approved and that Council Tax for 2011/12 is not increased.

### **CUSTOMER SERVICES**

Before a decision is taken on the future of customer services, the Overview & Scrutiny Panel (Economic Well-Being) has given consideration to the outcome of further investigations into the options that are available for the delivery of services through the Customer Service Centres. Analysis of service demand indicates that it will not be possible to reduce employee levels at Huntingdon Customer Service Centre. However, by transferring resources from St Neots during lower periods of demand, it will be possible to maintain a presence in Ramsey and Yaxley on two days per week. The Panel has recommended that this option is implemented and that a further review is carried out in a year's time.

### **2011/12 TREASURY MANAGEMENT STRATEGY**

In accordance with its responsibility for scrutinising Treasury Management, the Overview & Scrutiny Panel (Economic Well-Being) has reviewed the Treasury Management Strategy for 2011/12. Having noted that they will be provided with further training on this subject in the next Municipal Year, the Panel has endorsed the Strategy for submission to the Cabinet and Council.

Subsequently, the Cabinet has recommended the adoption of the Strategy to Council.

### **ASSET MANAGEMENT PLAN**

Both the Overview & Scrutiny Panel (Economic Well-Being) and Cabinet have received the annual report on the performance of the Council's assets against a range of criteria. As generally the Council's performance compares favourably with that of other authorities, the Cabinet has endorsed the content of the report.

**DEVELOPMENT APPLICATIONS**

The Development Management Panel considered eight applications at its February meeting and of these, four were approved, two refused and one deferred for further information. The Head of Planning Services was authorised to determine an application for the formation of a new access and car parking area at 19 Nursery Road, Huntingdon as it was considered that the late receipt of amended plans had made the development acceptable.

**SUMMARY OF ENFORCEMENT ACTIVITY 2010**

The Development Management Panel has received a report on the enforcement activity undertaken in 2010. In reviewing the achievements of the team against the priorities which had been set for 2010, the Panel noted that despite significant staff changes and an overall reduction of 20% in hours, the team had increased the number of cases closed in comparison with the previous year and visited 69% of cases where site visits were required within 10 working days.

The introduction of an Enforcement Forum, meeting fortnightly has played a major part in ensuring cases are dealt with in a proportionate, consistent and expedient way and contributed to the number of cases which have been able to be closed during the year.

Given pressures on resources and the possible impact of the Localism Bill, the Panel has endorsed two objectives for the team in 2011. These are to

- focus on quality outcomes where unacceptable breaches are identified; and
- maximise the use of resources to provide an effective and efficient enforcement service.

**DEVELOPMENT MANAGEMENT  
PROGRESS REPORT: 1<sup>ST</sup> OCTOBER  
– 31<sup>ST</sup> DECEMBER 2010**

The Development Management Panel regularly reviews the performance of the development management division in terms of the applications determined within the target groups specified by government. Eighty five per cent of all applications have been determined within the time periods specified and income from planning fees is some £15,000 up on that anticipated in the budget.

**ONE LEISURE PERFORMANCE**

The Overview and Scrutiny Panel (Social Well-Being) has appointed Councillors B S Chapman and J J Dutton and Mr R Coxhead onto the One Leisure Working Group. The Working Group has been established jointly with the Overview and Scrutiny Panel (Economic Well-Being).

**VOLUNTARY SECTOR**

Members of the Overview and Scrutiny Panel (Social Well-Being) received a presentation from the Chief Executive of Hunts Forum of Voluntary Organisations on its work with the Voluntary Sector. Attention was drawn to the impact on third sector organisations of the Council's proposals in the future to reduce the level of community grants it awards. The Panel will be pursuing their full impact and alternative ways of supporting the voluntary sector at its March meeting.

**OPEN SPACE STRATEGY FOR  
HUNTINGDONSHIRE 2011-16**

The Overview and Scrutiny Panel (Social Well-Being) has considered the draft Open Space Strategy for Huntingdonshire which provides a vision of what the District's parks, open spaces and other public spaces might

look like over the next 10-15 years. Two main comments were made. The first concerned the suggestion that the Council will take responsibility for or assist with the maintenance or development of all the sites identified; and the second related to the need to analyse the implications of localism for the likely achievements of the Strategy's aims. The terminology used to classify the different types of open spaces that exist was also discussed and a suggestion was made about the need to differentiate between sites that the public can visit free of charge and those that require payment for use.

The Cabinet has subsequently endorsed the content of the Strategy.

### **MONITORING OF SECTION 106 AGREEMENTS (PLANNING OBLIGATIONS)**

The receipt and expenditure by the Council of money negotiated under Section 106 Agreements has been noted by Members of the Overview and Scrutiny Panel (Social Well-Being). It was noted that the Section 106 Agreement Advisory Group had agreed the establishment of a database to assist with the monitoring process in response to the Panel's previous recommendations on the way monitoring is carried out. The database is likely to take a few months to set up before the system can go live on the Council's Intranet.

### **CAMBRIDGESHIRE ADULTS, WELL-BEING AND HEALTH SCRUTINY COMMITTEE**

An update on matters currently considered by the Cambridgeshire Adults, Well-Being and Health Scrutiny Committee has been noted by the Overview and Scrutiny Panel (Social Well-Being). These include the Adult Support Services Action Plan and Integrated Plan for 2011, NHS

Cambridgeshire's Plans for 2011/12, consultations on Improving Older People's Mental Health Services in Huntingdonshire and Fenland, Cambridgeshire Community Services' proposals to become a Foundation Trust and membership of the Neonatal Intensive Care Joint Scrutiny Committee.

### **OVERVIEW AND SCRUTINY PANEL (SOCIAL WELL-BEING) – PROGRESS**

Councillor S J Criswell has informed Members of the Panel that he will be attending a forthcoming meeting organised by the County Council for crime and disorder Scrutiny Chairmen to discuss opportunities for joint scrutiny working.

### **HUNTINGDON WEST AREA ACTION PLAN**

Following the issue of the Planning Inspector's binding report regarding the soundness of the Huntingdon West Area Action Plan, the Cabinet has recommended to Council the approval of the Area Action Plan as part of the Development Plan for the District.

### **NEW LOCAL TRANSPORT PLAN**

The Overview and Scrutiny Panel (Environmental Well-Being) has supported the District Council's statement for inclusion in the County Council's third Local Transport Plan. However they have expressed concern over the need for investment in highway improvements to accommodate the anticipated growth in the District and to promote options in rural areas.

The Cabinet has subsequently approved the Huntingdonshire District Statement for inclusion within the Cambridgeshire Local Transport Plan (LTP). Concern was expressed, however, on the impact of reduced

funding for the proposed LTP, the County's ability to deliver an improved transport infrastructure and the need to pursue all possible alternative funding sources to include the Local Sustainable Transport Fund. The Head of Planning Services has been requested by the Executive to convey these concerns to the County Council.

#### **PLANNING CONSERVATION**

The Cabinet has endorsed the recommendations of the Overview and Scrutiny Panel (Environmental Well-Being) following its study into the performance of the Council's Planning Conservation Team. The Working Group appointed by the Panel has identified that the current service is working well. It was, acknowledged, however that improvements could be made in respect of communication and pro-active support and the role of Members and Town and Parish Councils in mediation and in alerting the Council of local circumstances.